

Memorandum



Date: December 12, 2011

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

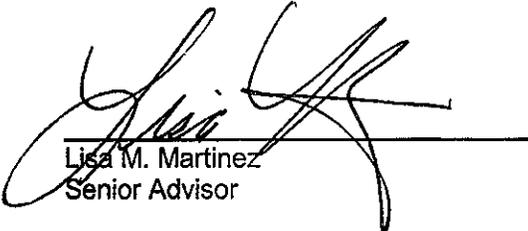
From: Carlos A. Gimenez
Mayor

Subject: Adrienne Arsht Center for the Performing Arts Center of Miami-Dade County-
Monthly Status Report

RCA

Agenda Item No. 6(C)

Attached please find the monthly report and financials provided from the Adrienne Arsht Center for the Performing Arts of Miami-Dade County



Lisa M. Martinez
Senior Advisor

M. John Richard
President & CEO

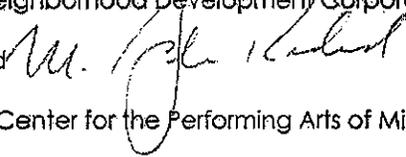


MEMORANDUM

Date: November 4, 2011

To: The Honorable Carlos Gimenez, County Mayor

Copy: Adrienne Arsht, Chairman, Adrienne Arsht Center Foundation Board of Directors
Mike Eidson, Chairman, Performing Arts Center Trust Board of Directors
Armando Codina, Chairman, Town Square Neighborhood Development Corporation Board of Directors
Adrienne Arsht Center Foundation Board of Directors
Performing Arts Center Trust Board of Directors
Town Square Neighborhood Development Corporation Board of Directors

From: M. John Richard 

Subject: Adrienne Arsht Center for the Performing Arts of Miami-Dade County Status Report

During the last four days of October the Adrienne Arsht Center hosted a total of 39 on and off site activities. Performances included flamenco singer Diego el Cigala, New World Symphony's season opener *Tricks or Treats* and the Arsht Center's annual *Insider's Look* event. The Center's production of *The House of Bernarda Alba* with the University Of Miami Department Of Theatre Arts was hugely successful. This innovative artistic partnership provides young acting and theater production majors at the University an opportunity to work with seasoned professionals in creating a professional production. During the three-week run in the Carnival Studio Theater there were several sold out performances.

The month ended with a very successful run of the Broadway musical, *The Addams Family* – a show that has been delighting New York Audiences, and is now on a national tour. This show is special to us—in 2006, prior to our opening, the leadership of the Center joined a consortium of 15 performing arts centers from around the country to invest in a company named Elephant Eye Theatrical, whose sole purpose was to develop and produce new musicals for Broadway. The first of these projects was *The Addams Family*. As an investor, the Arsht Center received priority booking rights to be one of the first cities on a national tour, and Miami was #3! The Miami week of 8 performances brought in more than 14,000 guests.

The Coming Season

As the chief performing arts organization in one of the nation's most diverse communities, the Adrienne Arsht Center is charged with presenting a year-round calendar of programs that reflects the cultural makeup of our community. This programmatic mission has expanded over the past five years; currently the center presents 85% of its performances on our stages and we are projecting 500 performances for FY2012. Financial integrity, strong management, and engaged volunteer leadership have become the pillars of the Center's mission. As a result of our strategic planning process, the Center recently underwent a staff reorganization that coincides with our four lines of business. Built upon the five institutional goals that support the mission and vision that guides the Center, the senior team developed a 2011-2012 business plan that will serve as a blueprint for advancing our institutional mission.

Arts Education and Outreach

The Miami Music Project Honors Orchestra is a partnership between the Adrienne Arsht Center and the Miami Music Project with the objective of bringing young musicians together to hone their music making and to reach out to the vibrant Miami community. From its home at the Adrienne Arsht Center, this program under the leadership of Artistic Director James Judd, will offer the unique opportunity to 112 student musicians to rehearse and perform masterpieces as well as new repertoire from today's composers in the world class Knight Concert Hall.

The fifth consecutive Free Gospel Sundays concert series was launched last month with Grammy Award winner gospel legend Yolanda Adams. Joined by Miami Mass Choir and New Birth Baptist Church Cathedral Choir, a capacity audience attended the season opener.

Finances

- For the fourth year in a row the Center ended the year with a modest surplus.
- The Center met its 2010-2011 private sector fundraising goal of \$8.1 million.
- In FY11 the Arsht Center hosted 468 events and 387,000 guests.
- All performances sold at 67% for FY11. Arsht Center and Broadway performances sold at 67% for the year. The industry standard is 62-65%.
- Occupancy costs for FY11 were \$7.6 million.

Neighborhood Development

The Center's dual role as cultural venue and agent to create positive development in its immediate neighborhood is a charge that has been taken very seriously by the leadership at the Center. We see ourselves as stewards of an important public investment. Towards fulfillment of this duty, we have taken significant steps in the past year. Funded with a \$300,000 grant from ArtsPlace, the Town Square Neighborhood Development Corporation, (TSNDC) a nonprofit entity which focuses exclusively on neighborhood development issue, was created. Headed by a small but growing Board of civic leaders - Armando Codina, Parker Thomson, Manny Diaz and Mike Eidson, urban designers, planners and other experts are providing ideas and guidance as to how development in the neighborhood will accommodate the functional needs (parking, traffic access, and so forth) of the Center. The TSNDC Board is also looking more broadly and seeking ways to influence development of the broader neighborhood so that, over time, the Adrienne Arsht Center is a component of an active, diverse and accessible neighborhood for the entire County. TSNDC's initial planning thoughts will be made public in a few months and TSNDC looks forward to a close working relationship with the County whose input and guidance are critical.

Upcoming Performances

- The world-premiere of the play *Captiva* will run in the Carnival Studio Theater November 3-20.
- The Jazz Roots series opens with *Jazz Roots Meets Gershwin* on November 4 in the Knight Concert Hall.
- Join Maestro James Judd as he opens the Season of Excellence of the Miami Music Project Honors Orchestra on November 6 in the Knight Concert Hall.
- Comedy, juggling and dangerous stunts make up an unforgettable and hilarious afternoon with *Gravity Attacks* at Family Fest on November 12.
- Florida Grand Opera presents its season opener on November 12 with Federico Moreno Torroba's zarzuela *Luisa Fernanda*.
- The Perlman Music Program, with Itzhak Perlman, will perform *Perlman & Protégés* in the Knight Concert Hall on November 17.
- Showcasing museum quality traditional art from Africa, Oceania and the Americas, the AOA Tribal Art Miami 2011 show will be held in the Carnival Studio Theater November 30 - December 4.



Operating Projection for Fiscal Year 2011

	Actual												Original FY11 Budget Total	
	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11		Total
REVENUE														
Ticket Sales	\$ 1,117	\$ 626	\$ 899	\$ 1,143	\$ 1,096	\$ 3,131	\$ 1,317	\$ 26	\$ 750	\$ 1,392	\$ 550	\$ 347	\$ 13,994	\$ 14,193
Retail Revenue	\$ 292	\$ 291	\$ 300	\$ 283	\$ 483	\$ 465	\$ 425	\$ 161	\$ 185	\$ 432	\$ 168	\$ 315	\$ 3,800	\$ 2,980
Facility Chargebacks	\$ 100	\$ 29	\$ 22	\$ 34	\$ 175	\$ 66	\$ 47	\$ 28	\$ 44	\$ 11	\$ 11	\$ 60	\$ 630	\$ 1,190
Box Office Fees	\$ 201	\$ 194	\$ 275	\$ 350	\$ 382	\$ 398	\$ 195	\$ 128	\$ 98	\$ 258	\$ 263	\$ 195	\$ 2,937	\$ 3,050
Parking Revenue	\$ 46	\$ 33	\$ 33	\$ 61	\$ 74	\$ 95	\$ 107	\$ 38	\$ 14	\$ 44	\$ 5	\$ 12	\$ 562	\$ 675
Concessions	\$ 35	\$ 23	\$ 11	\$ 12	\$ 37	\$ 52	\$ 103	\$ 15	\$ 3	\$ 21	\$ 2	\$ 3	\$ 322	\$ 400
Merchandise Sales	\$ 3	\$ 2	\$ 2	\$ 1	\$ 4	\$ 2	\$ 10	\$ 5	\$ 3	\$ 3	\$ 3	\$ 2	\$ 40	\$ 30
Society-Foundation	\$ 922	\$ 500	\$ 760	\$ 600	\$ 504	\$ 350	\$ 700	\$ 250	\$ 500	\$ 185	\$ 525	\$ 815	\$ 6,561	\$ 8,355
Miami-Dade County Funding	\$ 582	\$ 636	\$ 566	\$ 610	\$ 708	\$ 662	\$ 753	\$ 599	\$ 605	\$ 572	\$ 687	\$ 665	\$ 7,645	\$ 7,650
Other Revenue	\$ -	\$ 4	\$ -	\$ -	\$ 4	\$ 45	\$ 10	\$ 5	\$ 11	\$ 9	\$ 11	\$ 9	\$ 703	\$ 500
Total Revenue	\$ 3,286	\$ 2,838	\$ 2,867	\$ 3,057	\$ 3,469	\$ 5,254	\$ 3,662	\$ 1,359	\$ 2,213	\$ 2,298	\$ 2,884	\$ 3,018	\$ 35,564	\$ 38,972
EXPENSES														
Non-Stagehand Salaries & Benefits	\$ 536	\$ 579	\$ 815	\$ 764	\$ 604	\$ 619	\$ 640	\$ 587	\$ 588	\$ 616	\$ 815	\$ 674	\$ 7,837	\$ 7,872
Stagehand Salaries & Benefits	\$ 137	\$ 178	\$ 111	\$ 100	\$ 32	\$ 282	\$ 134	\$ 32	\$ 106	\$ 80	\$ 68	\$ 36	\$ 1,506	\$ 1,705
Marketing & Communications	\$ 286	\$ 198	\$ 224	\$ 282	\$ 274	\$ 763	\$ 234	\$ 48	\$ 175	\$ 275	\$ 246	\$ 450	\$ 3,525	\$ 2,737
Event Expenses	\$ 829	\$ 797	\$ 678	\$ 835	\$ 882	\$ 2,454	\$ 1,130	\$ 173	\$ 603	\$ 1,378	\$ 530	\$ 506	\$ 10,595	\$ 13,450
Professional Services	\$ 48	\$ 80	\$ 118	\$ 39	\$ 59	\$ 55	\$ 58	\$ 64	\$ 33	\$ 46	\$ 50	\$ 236	\$ 861	\$ 1,186
Fulfillment Costs & Comp. Tickets	\$ 30	\$ 58	\$ 23	\$ 7	\$ 68	\$ 71	\$ 54	\$ 25	\$ 43	\$ 52	\$ 41	\$ 75	\$ 605	\$ 432
Show/Event Parking	\$ 40	\$ 32	\$ 18	\$ 74	\$ 52	\$ 75	\$ 76	\$ 65	\$ 8	\$ 24	\$ 41	\$ 32	\$ 537	\$ 590
Administration & Overhead	\$ 100	\$ 150	\$ 198	\$ 161	\$ (15)	\$ 69	\$ 83	\$ 160	\$ 109	\$ 117	\$ 100	\$ 180	\$ 1,418	\$ 1,358
Miami-Dade County Commitment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Occupancy Costs	\$ 582	\$ 636	\$ 566	\$ 610	\$ 708	\$ 662	\$ 754	\$ 598	\$ 605	\$ 571	\$ 688	\$ 665	\$ 7,645	\$ 7,742
Capital Expenditures	\$ -	\$ 4	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation Expense	\$ 36	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 35	\$ 34	\$ 34	\$ 34	\$ 418	\$ 300
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 2,654	\$ 2,747	\$ 3,157	\$ 2,907	\$ 2,684	\$ 5,480	\$ 3,276	\$ 1,758	\$ 2,307	\$ 2,670	\$ 2,865	\$ 2,848	\$ 35,468	\$ 38,972
Operating Surplus (Deficit)	\$ 662	\$ (409)	\$ (290)	\$ 150	\$ 775	\$ (226)	\$ 384	\$ (399)	\$ (88)	\$ (424)	\$ (113)	\$ 180	\$ 89	\$ -

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